

DD/A Registry  
File Training 5-2 77-234/a

DD/A Registry
77-5196

17 September 1977

MEMORANDUM FOR: Director of Training

FROM: John F. Blake  
Acting Director of  
Central Intelligence

SUBJECT: Proposed Revision of Brookings Briefing Format

Harry:

1. I have approved, with minor modification, your recommendations for a proposed revision of the Brookings briefing format. I apologize for the delay but the press of other matters had not allowed me to focus on this. Because of that delay you may wish to postpone implementing the new format until the second scheduled Brookings visit on 7 October. Perhaps it would be wise to do so, so that you may have more opportunity to have circulated and understood your memorandum to the Deputy Directors. I leave the decision to you but ask that you let me know how you wish to proceed. If for the 23 September briefing you wish to adhere to the old format, I would suggest as follows:

- a. I accept your kind invitation to be the host/moderator.
- b. I would propose to follow your recommended fifteen-minute briefing outline, and, further, state to the audience it is such so that they would have the majority of time to throw questions.
- c. I would also agree to holding it to the two-hour limitation.

2. While I have signed the memos to the Deputies, I think you should get word to them soonest as to whether you propose to use the old or new format for the 23 September presentation.

STATINTL

  
John F. Blake

Att

Memo dtd 9 Sep 77 to ADDCI via ADDA  
fr DTR, same subj

Distribution:

Orig - DTR 1 - ADCI

<b>TRANSMITTAL SLIP</b>		DATE 17 September 1977
TO: Acting DDA		
ROOM NO. 7D 24	BUILDING Hqs	
REMARKS:		
<p>FO/DDA - 9/19</p> <p>ADDA - 9/19</p> <p>Mr. Yale - 9/28</p> <p>Mr. Fitzwater has been advised by phone memo signed JFM 9/19.</p>		
FROM: Acting DCI		
ROOM NO. 7D 6011	BUILDING Hqs	
FORM NO. 241		REPLACES FORM 36-8 WHICH MAY BE USED (47)

STATOTHR

DD/A Registry  
77-3852

OTR Registry

77-7661

9 SEP 1977

Executive Registry

77-2318

MEMORANDUM FOR: Acting Deputy Director of  
Central Intelligence

VIA: Acting Deputy Director for Administration

FROM: Harry E. Fitzwater  
Director of Training

SUBJECT: Proposed Revision of Brookings Briefing  
Format

1. Action Requested: It is requested that you approve the recommendations of this memorandum and sign the attached memorandum to the Deputy Directors.

2. Background:

a. As you know, the Brookings Institution's Conference of Business Executives for Federal Government Operations visits CIA 11 times a year for luncheon briefings. Several members of the Office of Training staff recently met with the Brookings staff to evaluate these briefings and discuss possible changes. To summarize briefly, our conclusions were that the briefing program would be improved by: (a) limiting the time devoted to the intelligence structure and minimizing the use of the charts; (b) giving greater attention to the relationship of intelligence to the foreign policy process; and (c) making better use and improving the selection of panelists (hereafter called "discussants") so that the broad range of expertise available in the Agency will become more apparent and the value of intelligence to the development of foreign policy better understood.

b. An overriding consideration in proposing change, aside from the obvious desire to respond to some well-considered comments by Brookings staff members, is that the typical Brookings guest now arrives with far more understanding of the intelligence system

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than was the case in the past. He has been exposed to a great deal in the press and is ready with questions. He has also completed a week's meeting with high-ranking officers of the Executive Branch, the Congress, and the media during which he has become steeped in the major problems facing government and the decision-making processes involved. One of the Brookings staff commented that it is at CIA, the last stop on the road before home, that the pieces of the week get put back together--at least, in the foreign policy field.

**3. Proposed Changes:**

a. That the host (a Deputy Director or Associate Deputy Director) limit his initial briefing from the usual 30-40 minutes to about 15. In addition to making the customary cautionary statements about the off-the-record nature of the meeting, he would briefly cover: (a) the chief intelligence functions; (b) the basic responsibilities of the member agencies of the Intelligence Community; (c) the role of the DCI; (d) oversight; and (e) the relationship of the Intelligence Community to the National Security Council. He would concentrate on the latter relationship in its substantive, not structural, aspects. As moderator for the remainder of the program, he would, of course, invite questions in all of these areas.

b. That there be a larger number of discussants chosen from among a wider range of Agency officers. Speaking ability, as well as ability to contribute to the discussion, would be an important factor in their selection.

c. That the discussants be selected for each program by the Office of Training's Special Programs Officer after consultation with the Senior Training Officers of the Directorates and DCI area.

d. That the time for the briefing, including the luncheon, be reduced from the present two hours and twenty minutes to no more than two hours.

SUBJECT: Proposed Revision of Brookings Briefing Format

4. Discussion:

a. We do not anticipate having the discussants sit as a formal panel but, rather, dispersed throughout the audience in the Conference Room, responding to questions or volunteering information. The role of the host as moderator becomes very important in this format, while his role as briefer diminishes. This change should eliminate the need for much preparation time on his part; but moderating can be a demanding skill. If we find with experience that this is not a congenial role for some of the hosts, we can adjust the format to introduce a formal moderator. In that case, we would suggest a member of the staff of the Office of Training or someone from the staff of the Directorate of Intelligence.

b. The discussants would also serve as luncheon table hosts (on a ratio of two CIA to four guests). Their involvement in the Conference Room would, as indicated, be in a round-table format so that we would lose the formality we have had in the past with the panel of four component chiefs at the front of the room. The CIA numbers would not be any greater than in the past. The difference is that the table hosts, except for the component chiefs, have generally not taken part in the discussion and were chosen for their likely congeniality with an individual guest more than their specific expertise. The number of discussants would depend upon the availability of space (44 chairs). There are usually 32 to 36 Brookings guests. This would leave room for 8 to 12 CIA participants.

c. We have considered, in reviewing this program, the possibility of using a briefer other than a Deputy Director or Associate Deputy Director. However, the Brookings staff has indicated that the group has become accustomed during the week to dealing with high-level governmental officers and would expect at least some involvement of senior CIA officers. They have made it clear that a "public relations type" briefer would not be acceptable. They would not be averse to a single spokesman; but we believe the present format has great value for us in training our own officers in dealing with the outside world and in developing the confidence of business executives.

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**5. Recommendations:**

a. That you approve the proposed changes outlined in 3a, b, c, and d above and that you sign the attached memorandum to the Deputy Directors.

b. That the Director of Central Intelligence be provided a schedule of the Brookings briefings in advance and invited to take the initiative in letting us know when he would like to participate. (If this recommendation is approved, an appropriate memorandum to the DCI will be prepared.)

c. It would please us very much to have you undertake the first Brookings briefing program as host-moderator on 23 September. If you are not able to do so, we request your concurrence in inviting Mr. John McMahon, Acting Deputy to the DCI for the Intelligence Community, to serve as host.

STATINTL




Harry E. Fitzwater

Attachment

SUBJECT: Proposed Revision of Brookings Briefing Format

STATINTL

CONCUR:


  
Acting/Deputy Director for Administration

DATE:

*14 Sept '77*

STATINTL

APPROVED:

*X*   
Acting Deputy Director of Central Intelligence

DISAPPROVED:

Acting Deputy Director of Central Intelligence

DATE:

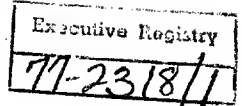
*17 SEP 1977*

Distribution:

- Orig - Return to OTR, w/att
- 1 - ADDCI, w/att
- 1 - A/DCI/PA, w/att
- 1 - ER, w/att
- 2 - ADDA, w/att

*X Modify 3.2 so that consultation  
on potential discussions will take  
place among OTR, Sr. Try Officers, &  
Director, but actual selection is  
approved by appropriate Deputy Director*

STATINTL



27 SEP 1977

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Acting Deputy Director for Administration

FROM: John F. Blake  
Acting Deputy Director of Central Intelligence

SUBJECT: Proposed Revision of Brookings Briefing  
Format

1. The Director of Training proposes a revision in the format of the briefing program for the Brookings Institution-sponsored Conference of Business Executives on Federal Government Operations. I regard this as an experiment worth trying but will consider further revision if, in consultation with you and with Brookings, it is found that this less formal system is not working. I will welcome your comments.

2. The Brookings program will continue to consist of a luncheon from 1200-1255 in the Executive Dining Room followed by a briefing in the DCI Conference Room from 1300-1400, a reduction of 20 minutes.

3. The Deputy Directors and Associate Deputy Directors are again asked to host the luncheon briefings. You are relieved, however, of the obligation to handle the major part of the briefing, serving primarily as moderator of a 45-minute discussion period. After the usual cautionary statements at the beginning (that the briefing is unclassified but off the record), you would provide a very general introduction of not more than 15 minutes to the Intelligence Community and thereafter seek to direct a discussion that will enlighten the visitors on the role of intelligence in national security and in the development of foreign policy.

4. Instead of employing a rotating panel of component chiefs, "discussants" will be chosen for each event from a wider range of Agency officers by the Office of Training in consultation with your Senior Training Officers or other designees. The discussants, who will also serve as table



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hosts at the luncheon, will disperse around the conference room and participate actively in the discussion as it progresses, either to answer questions or volunteer insight into the intelligence business. The intent of the plan, aside from achieving a more informal and open atmosphere than has been the case in the past, is to have the discussants, rather than the host, answer all questions except those notably "sticky." It is also hoped that a discussant group can be assembled capable of responding to the visitors' topical interests.

5. The host's brief introduction will be expected to cover the following subjects but only in the sketchiest form: (a) the chief intelligence functions; (b) the basic responsibilities of the member agencies of the Intelligence Community; (c) the role of the DCI; (d) oversight; and (e) the relationship of the Intelligence Community to the National Security Council. He would concentrate on the latter relationship in its substantive, not structural, aspects. The visitors will be invited to ask questions on organizational as well as substantive matters, and Brookings will be alerted in advance to the expertise available in the panel.

6. The dates of the Brookings luncheon briefings for 1977-1978 are as follows:

<u>1977</u>	<u>1978</u>
23 September	3 February
7 October	3 March
18 November	17 March
9 December	14 April
	5 May
	9 June
	30 June

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STATOTHR 7. This program will continue to be managed by the Office of Training Special Programs Officer, Mrs. [REDACTED] ([REDACTED], who will be inviting your participation as host-moderator from time to time and will be seeking the counsel of your Senior Training Officers or your designees in the selection of discussants. This briefing program should provide valuable experience to the discussants in dealing with a group of business executives from major corporations which have often been avenues of support to us in the past and may well be in the future.

8. I have authorized inaugurating the experiment on 23 September.

[REDACTED]  
John F. Blake

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Distribution:  
Orig & 1 - Addressee

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Approved For Release 2001/11/07 : CIA-RDP80-00473A000800050001-2

# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Proposed Revision of Brookings Briefing Format

FROM: Acting Deputy Director  
of Central Intelligence

EXTENSION

NO.

DATE

STATOTHR

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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1. Acting DDA  
7 D 24 - HQ

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FORM  
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